

Reclamation Manual

Directives and Standards

Subject:	Budget and Performance Integration and Performance Improvement (BPI/PI)
Purpose:	To establish direction for planning, tracking, and reporting BPI/PI. The Bureau of Reclamation and the public benefit when employees have requirements for effectively integrating performance information into budget allocation decisions, tracking the results throughout the fiscal year, and reporting results and trends to the public in a timely manner.
Authority:	Budget and Accounting Act of 1921; Budget and Accounting Procedures Act of 1950; Government Performance and Results Act (GPRA) of 1993; GPRA Modernization Reporting Act of 2010; annual guidance and schedules issued by the Office of Management and Budget (OMB) in OMB Circulars and Bulletins; and supplemental instructions from the Department of the Interior
Approving Official:	Director, Program and Budget
Contact:	Program and Budget Office (94-30000)

1. **Introduction.** In accordance with best business practices and guidance from the President, Congress, OMB, and the Department of the Interior, Reclamation will incorporate performance information in the budget formulation, budget execution, and performance improvement (PI) processes. The BPI/PI guidance documents, sources, and links are available at Reclamation's Performance Management Intranet Web site. In particular, the Washington Office Roles and Responsibilities Matrix align the overarching legal requirements with related work products and activities.
2. **Applicability.** This Directive and Standard applies to all Reclamation employees and managers.
3. **Requirements and Responsibilities.**
 - A. **Priorities.** The Commissioner sets priorities for consideration as budget decisions are made, identifies key issues, and highlights other specific items to address throughout Reclamation's budget formulation, submission, and execution process.
 - B. **Oversight and Implementation.** The Deputy Commissioner, Policy, Administration, and Budget provides general oversight to the implementation and operation of ongoing BPI/PI- and ABC/M-related efforts for Reclamation. Executive sponsorship and immediate direction and leadership for ongoing BPI/PI and ABC/M related efforts are managed by the Director of Program and Budget (Director). The Director publishes the annual Budget Instructions/Process Call Letter, serves as Reclamation's Performance Improvement Officer (PIO), Evidence Based Evaluation Officer, and is accountable for effectively developing, implementing, and ensuring consistent application of

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progressive policies and procedures that demonstrate real program performance improvement.

- C. **Deliberation of Major Issues.** The Reclamation Leadership Team provides a forum for the discussion and deliberation of major issues affecting Reclamation in order to assist the Commissioner in making policy decisions and to provide administrative and programmatic guidance.
- D. **Ongoing Implementation Actions.** The day-to-day implementation of legal requirements, policies, and guidance communicated from Congress, the OMB, and the Department through the Washington Office of Program and Budget is carried out by the Performance Management Community (PMC). The PMC does the following tasks in accordance with direction of the designated coordinator(s) from the Washington D.C. Program and Budget Office:
- (1) Applies Reclamation-specific performance and budget instructions found in the annual Budget Instructions/Process Call Letter issued by the Director of Program and Budget at the onset of the budget formulation process.
 - (2) Coordinates the collecting and reporting of quality performance information as defined by the Department's Data Validation and Verification Assessment Matrix, Reclamation's GPRA Interpretive Guide, and Reclamation's ABC/M Guidance documents.
 - (3) Submits accurate performance information to the appropriate entity, in a timely manner, as defined by the Department's Integrated Schedule and further interpreted by the Washington Office of Program and Budget.
 - (4) Participates in a variety of frequent, routine, and/or spontaneous BPI/PI communication media/venues with the performance management community in Congress, OMB, Department, and Reclamation.
 - (5) Assists with the distribution of emerging BPI/PI information to Reclamation employees.
 - (6) Participates and contributes to the development and/or required updates of the Department's Strategic Plan and Reclamation's guidance documents and Web site.

4. Definitions.

- A. **Activity Based Costing/Management (ABC/M).** A management methodology that provides information about the cost of doing work and how the work activities align with GPRA requirements and the Department's Strategic Plan objectives.
- B. **Bureau Measures.** Performance Measures retained from Reclamation prior Program

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Assessment Rating Tool (PART) measures to support future needs of Reclamation's Strategic and Annual Performance Plans that are collected and retained internal to Reclamation.

- C. **Budget and Performance Integration (BPI).** A management concept built upon GPRA requirements and other initiatives to identify program goals and performance measures to integrate them with the budget formulation process.
- D. **Budget Instructions/Process Call Letter.** Reclamation's annual budget guidance issued by the Director of Program and Budget that provides the process and detailed instructions for the budget cycle for a given fiscal year.
- E. **Department Data Validation and Verification Assessment Matrix.** The framework used to assess whether data collected and measured are a true reflection of the performance being measured and have a clear relationship to the mission of the organization; while comparing the performance and budget against policies, standards, processes, and procedures, based on the guidance issued by the Department that provides explicit requirements for quality data.
- F. **Department Strategic Plan.** The framework for accomplishing the Department's mission that presents tangible standards for gauging success in achieving the commitments to "...those who depend on our performance and stewardship..." The Department's Strategic Plan integrates and aligns Reclamation's (and other bureaus') responsibilities under major mission goal areas and holds Department bureaus accountable for achieving results through the application of rigorous performance measurements.
- G. **Evidence Based Evaluation Officer.** Senior level individual who coordinates the Evidence Based activities and requirements as outlined in The Foundation of Evidence Based Policy Making Act of 2018 (P.L. 115-435).
- H. **Performance Improvement (PI).** The continuous process of improving the effectiveness and efficiency of Reclamation by integrating performance information into budget formulation, program execution, and decision making.
- I. **Performance Improvement Officer (PIO).** Senior level individual who coordinates the BPI/PI activities and requirements as outlined in GPRA Modernization Reporting Act of 2010.
- J. **Performance Information.** Performance accomplishments including budget and financial data used in decision-making, budget formulation, program execution, performance management, and PI.
- K. **Performance Management.** The planning, tracking, and reporting of performance activities in order to demonstrate and explain progress (or lack of) in meeting established performance targets, goals, and other types of accomplishments and/or

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efficiencies.

- L. **Performance Management Community.** The OMB, Department, and Reclamation employees and managers who participate in BPI/PI efforts, including but not limited to the following: the RLT, Budget Review Committee, GPRA coordinators and priority goal leads, ABC/M coordinators and activity leads, budget officers, field managers, and other performance management staffs located Reclamation's Washington, regional, and Denver offices. Links to OMB and Departmental performance management employees and a Consolidated Contact Matrix of Reclamation's performance management employees are available on Reclamation's GPRA Intranet Web site.
 - M. **Priority Goals.** A key element of the President's agenda for building a high performing government. Priority goals have high direct value to the public or reflect achievement of key agency missions. As such, these goals focus attention on initiatives for change that are considered important to the agency, and ensure performance outcomes which can be clearly evaluated, quantified, and measured in a timely fashion.
5. **Review Period.** The originating office will review this release every 3 years.

RECLAMATION MANUAL TRANSMITTAL SHEET

Effective Date: _____

Release No. _____

Ensure all employees needing this information are provided a copy of this release.

Reclamation Manual Release Number and Subject

Summary of Changes

NOTE: This Reclamation Manual release applies to all Reclamation employees. When an exclusive bargaining unit exists, changes to this release may be subject to the provisions of collective bargaining agreements.

Filing instructions

Remove Sheets

Insert Sheets

All Reclamation Manual releases are available at <http://www.usbr.gov/recman/>

Filed by: _____

Date: _____